

**NOAA HUMAN RESOURCES
HR GENERALIST COMPETENCY MODEL
Individual Developmental Needs Assessment**

Section I - This section is designed to gather information about you, your job, and the development that you have received through formal education and technical training courses.

Name:		Occupational Series:		Grade Level: GS	
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Highest formal education:	High School:		Associate:		Bachelors:		Masters:		Doctorate:	
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General field of education:	Specialties:		(a)		(b)	
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Current job title:		Years of experience related to your job requirements:	
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SHORT TERM GOALS:	
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LONG TERM GOALS:	
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Developmental Needs Analysis

NOAA HUMAN RESOURCES

Section II - This section is designed to gather specific information about competencies that you may need to accomplish your job. You know the subtle facts about each competency: the frequency that you use them, their relative importance and, how proficient, confident, and current you are with them considering the dynamics of change associated with your job.

1. Indicate how frequently you use the listed competency in your job by circling the appropriate number on the scale.
2. Indicate the relative importance of each competency to do your job competently by placing one of the following numerical values under the “I” column:

1=Minimally important

2=Important

3=Critical

3. Indicate your current need for development for each of the listed competencies by placing one of the following numerical values under the “D” column:

1=No need

2=Moderate need

3=Critical need

		Never	Always			I	D	
1.	Research, interpret, or apply a wide range of personnel management theories, principles, laws, rules, regulations, procedures, precedents and practices.	1	2	3	4	5		
2.	Anticipate and assess customer needs	1	2	3	4	5		
3.	Understand the business processes of the organization(s) served.	1	2	3	4	5		
4.	Understand basic computer skills.	1	2	3	4	5		
5.	Create a shared vision of the organization and promote wide ownership of that vision.	1	2	3	4	5		

	Never	Always	I	D
6. Maintain and foster effective working relationships with others.	1 2 3 4 5			
7. Understand change process.	1 2 3 4 5			
8. Knowledge of customer(s) mission, objectives, strategic plans and work processes.	1 2 3 4 5			
9. Understand up-to-date practices, trends, political initiatives and key laws which affect the organization.	1 2 3 4 5			
10. Recognize the value of cultural, ethnic, gender and other individual differences.	1 2 3 4 5			
11. Be results oriented.	1 2 3 4 5			
12. Recognize and define problems, implement solutions and track and evaluate results.	1 2 3 4 5			
13. Prepare written reports, legal briefs and instructions.	1 2 3 4 5			
14. Understand more than one HRM functional area.	1 2 3 4 5			
15. Apply merit promotion and internal placement procedures.	1 2 3 4 5			
16. Understand occupational groups, structures and positions.	1 2 3 4 5			

		Never	Always	I	D
17.	Understand standard administrative/apellate case litigation forums, processes and requirements.	1	2 3 4 5		
18.	Understand automated HR systems, including hardware and software.	1	2 3 4 5		
19.	Understand pertinent regulations, rules or procedures governing the processing of personnel actions related to more than one HRM functional area.	1	2 3 4 5		
20.	Analyze data, draw conclusions, provide feasible options, and appropriate courses of action to internal and external customers.	1	2 3 4 5		
21.	Evaluate customer requirements from the customer's perspective.	1	2 3 4 5		
22.	Assist in preparing strategic plans, vision and mission statements.	1	2 3 4 5		
23.	Knowledge of computer hardware (CPU's, floppy disks, etc.).	1	2 3 4 5		
24.	Serve as mentor to peers and other staff.	1	2 3 4 5		
25.	Understand group dynamics.	1	2 3 4 5		
26.	Develop a change strategy and communication plan.	1	2 3 4 5		
27.	Apply ethical principals and standards in accomplishing work.	1	2 3 4 5		

		Never	Always	I	D
28.	Knowledge of the customer(s) work force differences and trends.	1	2 3 4 5		
29.	Understand state-of-the-art HRM practices used by public and private sector organizations.	1	2 3 4 5		
30.	Respect and value the contributions made by all members of the organization.	1	2 3 4 5		
31.	Knowledge of one's personal values, needs interests, style and strengths, and their effects on the organization and others.	1	2 3 4 5		
32.	Organize and apply a logical, rational process to resolving problems.	1	2 3 4 5		
33.	Clearly articulate, present and promote ideas and issues before a wide range of audiences.	1	2 3 4 5		
34.	Skill and proficiency in a combination of HRM functional areas and the related competencies.	1	2 3 4 5		
35.	Conduct job analysis and develop and apply evaluation criteria.	1	2 3 4 5		
36.	Negotiate effectively (both Distributive and Interest Based Bargaining).	1	2 3 4 5		
37.	Understand of Performance Management Program requirements.	1	2 3 4 5		

		Never	Always	I	D
38.	Understand all HRM functional areas supported by automated HR systems.	1	2 3 4 5		
39.	Assemble and review standard personnel documents for completeness and accuracy.	1	2 3 4 5		
40.	Identify interrelated problems.	1	2 3 4 5		
41.	Consult and partner with internal and external customers to meet requirements and achieve organizational goals.	1	2 3 4 5		
42.	Link HRM services to strategic plans and vision and mission statements.	1	2 3 4 5		
43.	Understand common operating systems, e.g. DOS and Windows.	1	2 3 4 5		
44.	Serve as coach to peers and other staff.	1	2 3 4 5		
45.	Use group facilitation techniques.	1	2 3 4 5		
46.	Identify change approaches appropriate to the specific culture.	1	2 3 4 5		
47.	Model and encourage high standards of behavior.	1	2 3 4 5		
48.	Conduct organizational analysis.	1	2 3 4 5		

	Never	Always	I	D
49. Conceptualize beyond the immediate situation.	1 2 3 4 5			
50. Practice and promote inclusiveness.	1 2 3 4 5			
51. Set priorities.	1 2 3 4 5			
52. Generate creative ideas and innovative ways to solve problems.	1 2 3 4 5			
53. Utilize effective win/win techniques.	1 2 3 4 5			
54. Advise management of various options for filling, realigning, or downsizing positions.	1 2 3 4 5			
55. Interpret and apply classification standards.	1 2 3 4 5			
56. Understand the scope of bargaining and the legal obligation to bargain (negotiability).	1 2 3 4 5			
57. Advise management on the appropriate courses of action and documentation in medical issues, performance and discipline cases.	1 2 3 4 5			
58. Instruct individuals and groups in a specific subject matter.	1 2 3 4 5			
59. Assist customers in obtaining desired data and reports.	1 2 3 4 5			

		Never	Always	I	D
60.	Maintain personnel-related logs and files either manually and/or electronically.	1	2 3 4 5		
61.	Track trends in a functional area of expertise and provide forecasts and recommendations.	1	2 3 4 5		
62.	Provide service to customers in a flexible, innovative responsive, timely and cost-effective manner.	1	2 3 4 5		
63.	Use quantitative analysis, statistics and/or cost benefit analysis.	1	2 3 4 5		
64.	Use various software programs: word processing, graphics, database, spreadsheets and LAN/E-mail systems.	1	2 3 4 5		
65.	Delegate responsibility to others.	1	2 3 4 5		
66.	Facilitate cooperation, pride, trust, group identity and team spirit.	1	2 3 4 5		
67.	Lead or introduce change initiatives.	1	2 3 4 5		
68.	Deal directly and specifically with apparent discrepancies and problems.	1	2 3 4 5		
69.	Utilize consultant skills to define problems and goals, gather data, and propose approaches to organizational problems.	1	2 3 4 5		

		Never	Always			I	D	
70.	Represent the organization in special projects and groups sponsored by other organizations.	1	2	3	4	5		
71.	Handle a variety of assignments at the same time and keep track of details.	1	2	3	4	5		
72.	Differentiate between symptoms and root causes of problems.	1	2	3	4	5		
73.	Listen actively and provide feedback.	1	2	3	4	5		
74.	Understand FEORP and special emphasis/selective placement programs.	1	2	3	4	5		
75.	Provide position management and classification advice.	1	2	3	4	5		
76.	Understand impasse resolution processes.	1	2	3	4	5		
77.	Mediate, negotiate and use other Alternative Dispute Resolution (ADR) techniques.	1	2	3	4	5		
78.	Distinguish between training problems and problems for which training is not an appropriate solution.	1	2	3	4	5		
79.	Manage the integrity and security of the data.	1	2	3	4	5		

		Never	Always	I	D			
80.	Perform simple calculations in accordance with established guidelines.	1	2	3	4	5		
81.	Re-engineer/redesign HRM processes to achieve improvements in individual and organizational effectiveness.	1	2	3	4	5		
82.	Develop customer confidence and trust.	1	2	3	4	5		
83.	Track trends and provide projections.	1	2	3	4	5		
84.	Use common network operating systems commands.	1	2	3	4	5		
85.	Build quality principles and methodologies into processes and systems.	1	2	3	4	5		
86.	Implement and/or contribute to self-managed work teams.	1	2	3	4	5		
87.	Assess readiness to change of the target group(s).	1	2	3	4	5		
88.	Challenge inappropriate or ineffective courses of action.	1	2	3	4	5		
89.	Identify systemic and regulatory encumbrances to giving customers what they need.	1	2	3	4	5		
90.	Adapt to change and retain a high level of flexibility.	1	2	3	4	5		

		Never	Always	I	D
91.	Use consensus and other group decision making techniques.	1	2 3 4 5		
92.	Handle difficult or angry people and diffuse tense situations.	1	2 3 4 5		
93.	Forecast staffing needs and select appropriate recruitment sources, methods and materials using various appointing authorities.	1	2 3 4 5		
94.	Provide recommendations on job restructuring and job re-engineering.	1	2 3 4 5		
95.	Understand Federal sector labor case law and its application.	1	2 3 4 5		
96.	Assist management in determining the appropriate steps, options and penalties in disciplinary cases.	1	2 3 4 5		
97.	Identify training needs, including conducting surveys and developing an Individual Development Plan (IDP).	1	2 3 4 5		
98.	Understand office technologies (i.e., fax machine, telephone, photocopy devices, LAN and E-mail systems, word-processing, spreadsheet and graphics software packages).	1	2 3 4 5		
99.	Recognize the interrelationships among all functional areas.	1	2 3 4 5		
100.	Demonstrate to customers that their concerns and problems are heard.	1	2 3 4 5		

		Never	Always	I	D			
101.	Identify and manage resources and budgets.	1	2	3	4	5		
102.	Obtain information using automated research tools.	1	2	3	4	5		
103.	Empower, motivate and guide others, taking responsibility for personal decisions and actions.	1	2	3	4	5		
104.	Apply negotiation, persuasion and other conflict resolution techniques to achieve goals.	1	2	3	4	5		
105.	Serve as change agent.	1	2	3	4	5		
106.	Plan, track manage and report the execution of HR programs and projects, including associated resources and manpower, using established project management tools, techniques, and software.	1	2	3	4	5		
107.	Communicate with individuals with diverse backgrounds.	1	2	3	4	5		
108.	Use time management techniques.	1	2	3	4	5		
109.	Consider a wide range of alternatives before making a decision.	1	2	3	4	5		
110.	Communicate with all levels of management and customers.	1	2	3	4	5		
111.	Determine applicant qualifications and suitability for positions.	1	2	3	4	5		

		Never	Always	I	D			
112.	Conduct job audits.	1	2	3	4	5		
113.	Mediate, negotiate and use other Alternative Dispute Resolution (ADR) techniques.	1	2	3	4	5		
114.	Understand adverse action procedures.	1	2	3	4	5		
115.	Research, evaluate and select training methods, sources and materials.	1	2	3	4	5		
116.	Interview people to elicit information.	1	2	3	4	5		
117.	Apply knowledge of Merit Principles to various functional areas.	1	2	3	4	5		
118.	Be polite and courteous.	1	2	3	4	5		
119.	Market HRM programs and services to internal and external customers.	1	2	3	4	5		
120.	Understand and uses applicable automated HR systems.	1	2	3	4	5		
121.	Adapt leadership style to situation and people.	1	2	3	4	5		
122.	Ability to coordinate.	1	2	3	4	5		

		Never	Always	I	D			
123.	Develop change agent capacity of individuals in the organization.	1	2	3	4	5		
124.	Take responsibility for own career development.	1	2	3	4	5		
125.	Take appropriate risks, calculate the chance of success and make difficult decisions when necessary.	1	2	3	4	5		
126.	Persuade others and sell ideas.	1	2	3	4	5		
127.	Set pay for individual employees.	1	2	3	4	5		
128.	Understand classification, complaint and appeals procedures.	1	2	3	4	5		
129.	Evaluate LR cases and make appropriate recommendations.	1	2	3	4	5		
130.	Evaluate ER cases and make appropriate recommendations.	1	2	3	4	5		
131.	Understand functions, features and potential applications of automated systems for the delivery and management of HRM processes.	1	2	3	4	5		
132.	Resolve routine complaints or problems by explaining or interpreting personnel policy.	1	2	3	4	5		

		Never	Always	I	D
133.	Understand Federal sector case law and its application to various functional area.	1	2 3 4 5		
134.	Show value added (the intersection of cost and quality) for service(s) provided.	1	2 3 4 5		
135.	Use other office technology such as fax machine, telephone, photocopy devices, etc.	1	2 3 4 5		
136.	Establish relationships and networks across a broad range of people and groups.	1	2 3 4 5		
137.	Set career goals.	1	2 3 4 5		
138.	Instruct/train others in functional area(s) of expertise.	1	2 3 4 5		
139.	Conduct and document accurate FLSA determinations.	1	2 3 4 5		
140.	Represent management in administrative litigation forums.	1	2 3 4 5		
141.	Apply a knowledge of organizational development theory and practice to unique situations within the organization.	1	2 3 4 5		
142.	Prepare recurring personnel reports.	1	2 3 4 5		
143.	Use accepted benchmarking techniques.	1	2 3 4 5		

	Never	Always	I	D
144. Use the keyboard.	1 2 3 4 5			
145. Learn new skills and competencies.	1 2 3 4 5			
146. Understand RIF, Career Transition and other outplacement and incentives programs.	1 2 3 4 5			
147. Determine the appropriateness of special pays such as hazard and environmental pay differentials.	1 2 3 4 5			
148. Understand bargaining unit determination and recognition processes.	1 2 3 4 5			
149. Understand all leave programs and requirements.	1 2 3 4 5			
150. Analyze and interpret information.	1 2 3 4 5			
151. Understand third party proceedings.	1 2 3 4 5			
152. Deal with stress.	1 2 3 4 5			
153. Understand financial and resource implications on classification and position management.	1 2 3 4 5			
154. Understand the Drug-Free Workplace Program.	1 2 3 4 5			

		Never	Always	I	D
155.	Process actions in automated HR systems applicable to their area of responsibility or assigned work.	1	2 3 4 5		
156.	Determine the impact of Privacy Act, Freedom of Information Act (FOIA), suitability and security regulations on personnel actions.	1	2 3 4 5		
157.	Understand government-wide compensation laws and regulations and the ability to apply them to specific situations.	1	2 3 4 5		
158.	Apply administrative and negotiated grievance procedures (NGP).	1	2 3 4 5		
159.	Understand Pay and Benefits Programs (e.g., FECA, OWCP, FERS, CSRS, FEGLI, FEHB, TSP).	1	2 3 4 5		
160.	Understand common clerical practices and office routines.	1	2 3 4 5		
161.	Analyze work force data to identify trends and areas of under representation.	1	2 3 4 5		
162.	Understand Incentive Awards program requirements.	1	2 3 4 5		
163.	Use state-of -the -art training technologies (video-teleconferencing, satellite, interactive video, etc.).	1	2 3 4 5		
164.	Identify and define systemic barriers to equal employment opportunity.	1	2 3 4 5		
165.	Understand Wellness/Quality of Worklife Programs.	1	2 3 4 5		

		Never	Always				I	D
166.	Understand Special Counsel processes.	1	2	3	4	5		
167.	Understand Privacy Act and Freedom of Information Act requirements.	1	2	3	4	5		
168.	Understand Hatch Act requirements.	1	2	3	4	5		
169.	Understands alternative work arrangements (e.g. AWS, Telecommuting).	1	2	3	4	5		
170.	Uses all available recruitment techniques and exercises creative and innovative approaches to market and staff vacant positions.	1	2	3	4	5		
171.	Understands and advises management on the applicability of retention allowances, recruitment bonuses and relocation bonus plans.	1	2	3	4	5		
172.	Determines impact of pay policies on recruitment and retention, and recommends alternative pay setting for unique positions.	1	2	3	4	5		
173.	Conducts career counseling, including identifying necessary competencies as well as mechanisms for acquiring needed competencies, which may be required for career changes and/or career advancement.	1	2	3	4	5		
174.	Protect confidential information.	1	2	3	4	5		